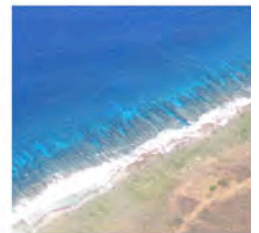
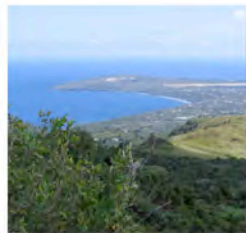


National Ocean Service

International Operational Framework



National Ocean Service
National Oceanic and Atmospheric Administration
U.S. Department of Commerce



January 2007

Whether leading world-wide collaboration in integrating global observations, guiding regional activities in managing marine and water resources, or simply collaborating in scientific endeavors,

NOAA is a major player in international efforts to meet environmental and ecosystem challenges...Our strategy is to foster the active leadership of interagency and international environmental programs and policies...

-NOAA Strategic Plan (2006-2011)

Through our International Program, we seek to have global influence and impact. We will work collaboratively with other nations and learn from them on projects of global scope, including proactive participation in international ocean policy formulation and governance, and integrated coastal management.

-NOS Strategic Plan (2005-2010)



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I. Executive Summary

Coastal nations worldwide share similar challenges to understand and predict changes in the marine and coastal environment, manage these resources to meet broad socioeconomic needs, and enhance public awareness for improved stewardship of ocean space.

International collaboration is increasingly recognized as necessary for America's continued advancement of scientific knowledge, improvement of observation systems, strengthening public awareness, and effective, integrated ocean and coastal management. Such recognition is found in the U.S. Ocean Commission Report, the U.S. Ocean Action Plan, and the NOAA and NOS strategic plans.

NOAA's exercise of international leadership requires a corporate, interdisciplinary and integrated approach to mobilize the full range of NOS's assets and expertise to address complex stewardship challenges. To meet this need, NOS designed a new coordinated approach to the development of its international programs and policies. This Framework translates the need and call for international leadership into a NOS operational framework applied specifically to NOS resources, assets, and expertise.

In creating this new Framework, NOS is adopting an agency-wide perspective on its *corporate* agenda and capability for international engagement. Three principle elements provide the new foundation for this Framework:

- This Framework establishes an *NOS International Coordination Council*, chaired by the Director of the Staff Office for International Programs, to bring an agency-wide perspective to NOS executive leadership for the development of international policies and programs.
- The *NOS International Annual Action Plan* will be developed to articulate and implement NOS high profile engagements as identified in this corporate Framework.
- NOS will utilize *Criteria for Developing NOS's Corporate International Programs* for identifying high profile, NOS-level programs and the associated integrated strategies for pursuing them.

This corporate approach establishes a new and invigorated mission support role for the Assistant Administrator's Staff Office for International Programs and represents a commitment by NOS Program and Staff Offices for implementation.

This Framework identifies milestones that will help strengthen the process of planning, defining and pursuing NOS international program and policy priorities, and measure the agency's progress in achieving its international goals.

II. International Mission – National Ocean Service

NOS makes an important contribution to global marine and coastal health at a time when human and natural pressures are projected to place steadily increasing strains on the oceans. These strains stem from trends such as rising coastal populations, growing pressure on habitat and its productivity, and increasing reliance on international shipping and ocean transport.

Among the world's ocean agencies, NOS sees an opportunity to lead by example and help colleagues worldwide address similar coastal and ocean pressures in a way that promotes food security, economic prosperity, and preservation of marine biodiversity.

A. Vision

NOS will continue to strengthen its reputation as a *global leader in integrated management of the oceans and coasts*. We will remain among the world's premier institutions possessing the most advanced technical, scientific, programmatic, and policy expertise for ecosystem-approaches to management and global ocean policy.

The NOS International Vision

An informed global community that uses a comprehensive understanding of the role of the oceans, coasts, and atmosphere in the global ecosystem to make the best social and economic decisions.

NOS aligns its international agenda to support the goals and priorities of the Administration including the President, the Secretaries of Commerce and State, NOAA leadership, and



In signing the U.S. Ocean Action Plan, the President calls on NOAA to advance international ocean policy, ecosystem approaches to management, and marine and coastal science. (December 2005). Photo credit: The White House

often in collaboration with other Federal agencies, as well as legislative direction and mandates given to specific NOS programs. NOS recognizes international partnerships provide valuable opportunities to learn and share experiences and benefit from working together on common issues with professional colleagues worldwide in such areas as ecosystem-based management, safe and ecologically sound transportation, climate science, earth observations, water management and weather forecasting.

NOS anchors its international program within its program and staff office structure. The corporate leadership will have full cognizance of international exchange necessary for maintaining effective communication, planning, reporting, and execution.

B. Mission

The NOS international mission is to provide a comprehensive suite of technical, programmatic, and policy support that enables effective cross-cutting engagement and builds capacity for marine and coastal governance and ecosystem approaches to management at home and abroad. NOS international mission and priorities stem from the NOAA Strategic Plan: New Priorities for the 21st Century (FY 2006-2011), the NOS Strategic Plan (FY 2005-2010), and the Annual Guidance of NOAA leadership.

NOS's mission is to provide products, services, and information that promote safe navigation, support coastal communities, sustain marine ecosystems, and mitigate coastal hazards. The international dimension of this mission requires a corporate perspective to mobilize diverse and interdependent expertise and resources. To do this, NOS must provide the infrastructure necessary to maintain and operate a robust capability to support the Administration's international interests and needs. NOS must strengthen its ability to assist the U.S. and other countries to meet their economic, social and environmental needs.



NOAA helps inform the international community that we all have a role to play to ensure the oceans remain a healthy and productive. Photo credit: Paul Taylor (NOAA/NOS/MB)

III. NOS International Priorities and Core Values

NOS designs its international strategic direction as an extension of the NOAA goal structure in order to maintain strong benefits to core program mandates and fulfill mission needs. Its core values define the principles by which the agency develops and builds its individual projects and programs.

A. Priorities

The NOS international priorities stem from NOAA's five strategic goals:

Protect, Restore, and Manage the Use of Coastal and Ocean Resources through an Ecosystem Approach to Management

- Promote global, regional, and national implementation of GEOSS.
- Strengthen U.S. and international capacity for resource stewardship, ecosystem management, science and outreach through development and exchange of products, services and best management practices.
- Apply international agreements, standards, partnerships and bilateral arrangements to assist NOS in protecting resources for which they have responsibility, advance international policy development and share best practices.
- Promote integrated management of the oceans, coasts and Great Lakes at the ecosystem level, incorporating science into integrated ecosystem management.
- Reduce threats to ecosystems through expanded international partnerships to enhance management of ecosystems and increase ecosystem resilience.

Serve Society's Needs for Weather and Water Information

- Reduce vulnerability to natural hazards through building international capacity to understand, forecast, prepare for, respond and adapt to natural hazards.
- Apply international agreements, standards, partnerships and bilateral arrangements to assist NOS program offices and IPO in protecting resources for which they have responsibility, advance international policy development and share best practices.
- Employ NOS expertise to shape international policy and develop best practices globally.

Support the Nation's Commerce with Information for Safe, Efficient, and Environmentally Sound Transportation

- Facilitate the development and implementation of global hydrographic, geodetic and physical oceanographic standards for safe and ecologically sound navigation and build regional capacity on transportation-related products and services.
- Apply international agreements, standards, partnerships and bilateral arrangements to assist NOS program offices and IPO in protecting resources for which they have responsibility, advance international policy development and share best practices.
- Enhance capabilities of U.S. bordering countries and other priority regions to respond to natural and anthropogenic hazards.

Understand Climate Variability and Change to Enhance Society's Ability to Plan and Respond

- Promote integration of climate science and public decision-making specifically with regard to mitigation and adaptation planning.

Provide Critical Support for NOAA's Mission

- Improve efficiency of operations.
- Promote one-NOAA approach.
- Conduct strategic planning.
- Develop and maintain dynamic workforce.
- Lead agency-wide efforts in international affairs.
- Develop and maintain an information technology enterprise.

NOAA's strategic approach to international engagement provides the framework for this NOS Strategy. NOAA established overarching goals for international engagement that are to be applied in all of the NOAA Goals, to guide implementation of NOS's mission:

<i>Overarching Goals for International Engagement</i>	
<i>NOAA Strategic Plan</i>	1 Promote free and open exchange of data among countries and international organizations;
	2 Promote application of scientific and observation information to decision-making;
	3 Promote research and science partnerships which contribute to NOAA priorities;
	4 Promote exchange of expertise that benefit NOAA goals;
	5 Contribute to U.S. foreign policy objectives, as appropriate to NOAA priorities and programs;
	6 Promote creative application of NOAA expertise with other countries, and as a side-benefit acquire new knowledge to strengthen NOAA's programs;
	7 Meet the requirement of NOAA and U.S. Government responsibilities under international commitments (including domestic statute, treaties, and conventions); and
	8 Respond, within available resources, to foreign requests for assistance and expertise.

B. Core Values

The NOS International Operational Framework is based on four fundamental core values: *integration, partnership, leadership, and benefits*.

<i>Integration</i>	Build coordinated NOS international engagements, utilizing multidisciplinary expertise and assets across NOS, to maximize the impact and outreach of NOS investments.
<i>Partnership</i>	Forge collaboration across the nation and globe to more effectively deliver NOS products and services, advance scientific knowledge and information, and reduce costs and duplicative efforts by leveraging investments.
<i>Leadership</i>	Leverage world-class U.S. and international science, technology, modeling, and ecosystem management capabilities to strengthen U.S. and international delivery of products and services and lead by example in setting international standards, policies and best management practices.
<i>Benefits</i>	Create platforms for NOS international engagement that leverages international partnerships and fora to strengthen U.S. and international capability to meet economic, social and environmental needs, and further develop our world-class workforce's skills and knowledge.



By standardizing diagnostic testing protocols internationally, NOAA scientists expand access to scientifically reliable data and information and leverage research investments globally. Here, scientists from the National Centers for Coastal Ocean Science train international researchers on the molecular detection of *Cochlodinium*, a fish-killing algal species which causes considerable economic losses in several Asian countries. It is also found in U.S. coastal waters. Photo credit: Greg Doucette (NOAA/NOS/NCCOS).

IV. Corporate Approach to Exercising International Leadership

The Framework provides a new integrated organizational structure to coordinate and define NOS international engagement. By enabling a corporate capability, NOAA's and NOS's international leadership can more effectively develop, implement and monitor its high priority international portfolio through the following delivery mechanisms:

- NOS International Coordination Council (NICC).
- NOS International Annual Action Plan.
- Criteria for Developing NOS's Corporate International Programs.

A. National Ocean Services International Coordination Council (NICC)

The NICC is the principal forum to provide policy recommendations to NOS leadership (Assistant Administrator and Executive Leadership Team) for developing an integrated NOS capability to support NOS/NOAA global leadership in integrated management of the oceans and other priorities. Chaired by the Director of IPO, the NICC is composed of representatives from all Program Offices. The NICC supports NOS's highest profile international engagements through an Annual Action Plan that aligns with NOAA PPBES Programs. Primary staffing support for the NICC is provided by the NOS IPO staff. The NICC convenes bi-monthly meetings, distributes information, solicits input, sets agendas, and compiles and documents NOS positions for presentation to the NOS leadership, as needed. The NICC will recommend appropriate NOS representation to international fora and propose options and recommendations for international priorities for NOS leadership as needed. Primary NICC responsibilities are listed to:

NICC Responsibilities

- 1 Prepare the NOS International Annual Action Plan based on the priorities and values of the Corporate International Operational Framework;
- 2 Develop recommendations for the NOS Assistant Administrator on international matters and issues;
- 3 Support the NOS IPO Director in his/her capacity as NOS representative on the NOAA-wide International Affairs Council, chaired by the NOAA Deputy Assistant Secretary for International Affairs;
- 4 Promote programmatic collaboration among NOS/NOAA offices and disciplines by identifying opportunities for integrated engagements;
- 5 Identify avenues to access external funding and develop programmatic partnerships;
- 6 Develop guidance to NOS representatives in the PPBES budget and programmatic formulation process concerning international issues;
- 7 Develop guidance to ensure NOS compliance with NOAA-wide or Departmental directives as needed; and

For further information about the duties, responsibilities, and services of the NICC, see Appendix A.

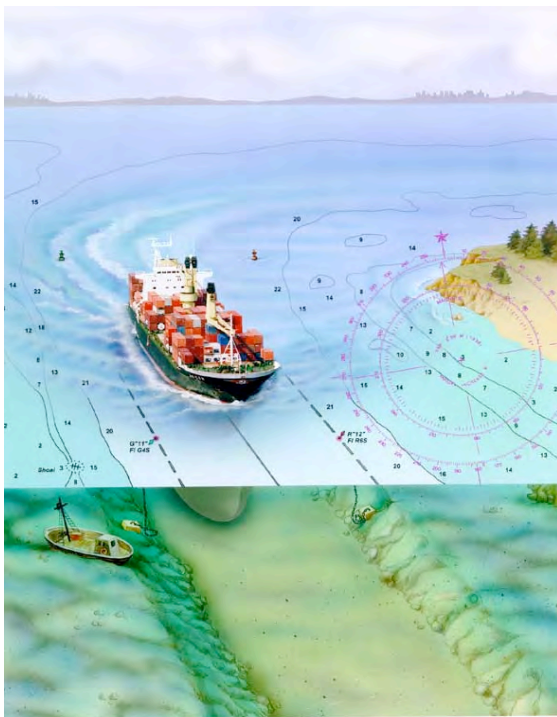
B. The NOS International Annual Action Plan

The Annual Action Plan will be the primary NOS process to coordinate and integrate NOS-wide international priorities with annual operational strategies to achieve the goals within the NOS Strategy.

Through the Annual Action Plan, NOS will improve corporate cognizance of key international engagements, strengthen international leadership, and advance the NOS contribution to the one-NOAA approach to international cooperation.

Every year, the NICC will lead a planning process to identify current and planned international engagements, including joint research, scientific and technical exchanges, and important international policy and technical venues for engagement. A NICC assessment

will identify high value opportunities to optimize these engagements to ensure robust execution and clear linkage to NOAA missions, and post event follow-up, as required. The Annual Action Plan will, over time, substantially improve international program linkage with NOAA's strategic program, planning, budgeting, and execution system (PPBES). It will also highlight agency priorities for seeking programmatic partnerships with external donors and/or partners, such as the United Nation's Development Program, United Nation's Environment Program, World Bank, and other partners. The NICC will complete the Annual Action Plan by: (a) determining priority overlaps, gaps, and policy issues of concern relevant to short-term program execution and multi-year goals reflected in the PPBES process; and (b) identifying and prioritizing cross-cutting international goals and activities for short-term and multi-year program development. The planning process is illustrated in Appendix B.



As seen in this graphic, the margin of error for commercial ships is often measured in inches. It is therefore critical to have internationally recognized standards for hydrographic surveying and nautical charting that promote uniform products to enhance navigation safety and protection of the marine environment. The Director of NOAA's Office of Coast Survey is the U.S. National Hydrographer and official U.S. representative to the International Hydrographic Organization where these international standards and policy are developed. Photo credit: developed by OCS.

C. Criteria for Developing NOS's Corporate International Programs

The complex process to articulate an integrated NOS international program and Program Office priorities and activities must balance diverse national and international catalysts and national mandates. These factors include natural hazards (e.g., tsunami and hurricanes), ecosystem linkages, Administration policy directives (e.g., U.S. Ocean Action Plan), scientific and technological advances, and requests for technical assistance and capacity building.

Appendix C addresses key considerations such as policy and planning, program execution, funding, and impacts and benefits that Program Offices and NICC may use to assess the priority of particular international activities.

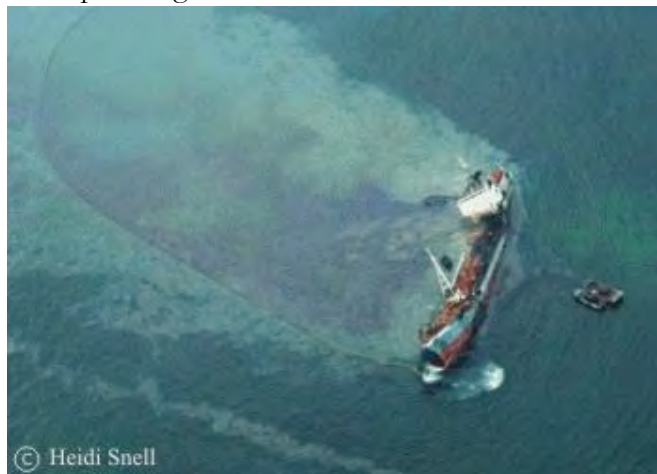
D. Shared Leadership: An Overview of Program Offices, Staff Offices and Key Stakeholders

NOS supports international engagement and exchange as an important element in developing, valuing, and sustaining its world-class workforce. International exchange deepens the knowledge and awareness among NOS employees and partners about global issues and trends, provides access to new research and technology, data and information, and management practices, and stimulates new and creative approaches to address many common coastal and marine issues.

NOS's international collaboration requires a close partnership and shared leadership among NOAA program and staff offices. Appendix D illustrates the principal shared responsibilities, roles, and leadership of IPO and Program Offices in six functional areas: corporate planning, international exchanges, policy-making, program development, communications, and funding. In each case, IPO and Program Offices are interdependent requiring close collaboration to ensure smooth planning and execution.

Staff Office for International Programs

The Staff Office for International Programs (IPO) is the primary point of contact for NOAA-wide cognizance of international activities and exchanges involving NOS programs and issues. The IPO Director is responsible for providing the NOS Assistant Administrator, Deputy Assistant Administrator, and NOS Executive Leadership Team, with the necessary information and advice to determine the agency's international priorities, positions, and operating



OR&R provides scientific and technical support to protect natural resources, prepare for and respond to hazardous material releases and related impacts, and restore injured and contaminated resources in coastal and marine environments as in this fuel spill near the coast of San Cristobal, in the Galapagos Islands.

protocols. The IPO Director is the primary point of contact for NOAA leadership to report, respond, and/or vet NOS positions on NOS-relevant international issues. In some cases, IPO has been delegated responsibility for NOAA-wide program support by NOAA leadership and must provide necessary administrative support and programmatic leadership. IPO oversees the NICC review process and vetting, as necessary, for all proposed agreements with foreign governments or international institutions and other significant arrangements. In many cases, this review process will require coordination with offices external to NOS, such as the NOAA Office of the General Counsel for International Law, the NOAA Deputy Assistant Secretary for International Affairs, as well as The Department of State and others.

An entirely new suite of NOAA requirements has been developed to address security concerns regarding international visitors, guests, and deemed exports (NAO 207-12). These requirements include ensuring NOS has up-to-date, real-time information on all international visitors and guests at NOS facilities.

Through this new Framework, the IPO will provide a new level of mission support in enhancing the NOS contribution to NOAA's exercise of international leadership.

The IPO Director will chair the NICC, represent NOS in the NOAA-wide International Affairs Council, and report directly to the NOS Assistant Administrator and the NOAA Deputy Assistant Secretary for International Affairs.

Program Offices

NOS principal technical expertise is located within its Program Offices. In some cases, Program Offices are designated to represent the United States, NOAA, and/or NOS directly or indirectly in international policy or technical fora. NOS's Program Offices include the Office of Coastal Resources Management, the National Marine Sanctuary Program, the Office of Response and Restoration, the National Centers for Coastal Ocean Science, the National Geodetic Service, the Office of Coast Survey, the Center for Operational Oceanographic Products and Services, and the Coastal Services Center. Program Offices and their areas of expertise are shown as follows:

Program Office	Area of Expertise
<i>Coastal Services Center</i>	Provides essential information, tools, technical capability, and expertise needed for coastal resource managers.
<i>Office of Ocean and Coastal Resource Management</i>	Provides the national policy leadership and conflict resolution necessary to maintain valuable coastal resources.
<i>Center for Operational Oceanographic Products and Services</i>	Collects, analyzes and distributes historical and real-time observations and predictions of water levels, coastal currents and other meteorological and oceanographic data to help protect life and property, support economic growth, and protect the environment.
<i>Office of Response and Restoration</i>	Provides the focal point for NOS spill preparedness and response, hazardous waste site investigation, environmental damage assessment and restoration, and marine debris prevention and removal.
<i>Office of Coast Survey</i>	Manages the NOAA nautical charting and hydrographic surveying programs to help protect life and property, support economic growth and development, and protect the environment.
<i>National Centers for Coastal Ocean Science</i>	Conducts research on coastal, ocean, and Great Lakes issues. Provides scientific information to coastal resource managers to enable them to make more informed decisions.
<i>National Geodetic Survey</i>	Defines and manages the National Spatial Reference System and is a world leader in geospatial activities including the development and promotion of standards, specifications, and guidelines.
<i>National Marine Sanctuary Program</i>	Manages the National Marine Sanctuary System of 14 marine protected areas to protect the nation's natural and cultural marine resources for this and future generations and to provide both national and international leadership for marine conservation.
<i>NOAA Coral Reef Conservation Program</i>	Supports effective management and sound science to preserve, sustain, and restore valuable coral reef ecosystems.

Appendix E cites drivers and authorities for NOS international activities.

Other Partners

Additional NOAA and U.S. Government partners also play an essential role in promoting NOS international priorities, services and roles. These primarily include NOAA



headquarters (Deputy Assistant Secretary for International Affairs and the NOAA General Counsel for International Law), NOAA's Line Offices, and the U.S. Department of State.

With the U.S. State Department, NOS helps shape issues, define the nation's ocean and coastal interests, ensures appropriate technical support, and provides best science for ocean policies. Photo credit: Jonathan Justi (NOAA/NOS/IPO)

The Deputy Assistant Secretary for International Affairs is NOAA's lead advisor to the Under Secretary for Oceans and Atmosphere on international policy issues. The Deputy Assistant Secretary plans and coordinates NOAA's international programs, and carries out tasks related to international activities. The Deputy Assistant Secretary helps lead the setting of policies, guidelines, and procedures for NOAA's international programs.

The NOS Director of International Programs and Chair of the NICC reports to, coordinates with, and supports the Deputy Assistant Secretary for International Affairs. The NOS Annual Action Plan will be a fundamental contribution to the NOAA International Annual Operating Plan developed by the NOAA International Affairs Office. (For more information about the Office of the NOAA Deputy Assistant Secretary for International Affairs, please visit <http://www.international.noaa.gov/>).

Another important NOS partner, the NOAA Office of General Counsel for International Law (GCIL) provides legal support on international law and policy issues for all of NOAA. This includes providing legal representation on behalf of NOAA in international fora, such as the International Maritime Organization (IMO), the United Nations Seabed Authority, the United Nations Education Science and Cultural Organization (UNESCO) as well as the underlying U.S. Interagency Working Groups. GCIL also takes the lead in drafting or reviewing legal documents for international negotiations as well as implementing legislation.

Finally, NOS works closely with the U.S. Department of State (the Office of Oceans and Environmental Science, Country Desk Offices, and U.S. Embassies) to ensure NOS programs are consistent with and support U.S. foreign policy interests. NOS informs State Department offices of ongoing and planned international cooperation, and responds to opportunities to support the U.S. international ocean agenda.

V. Measuring Progress and Impact

The NOS International Operational Framework, prepared by the NOS Program Offices and International Program Office, identifies a number of new coordination mechanisms that are required to achieve the NOS mission for an integrated international program. A number of key milestones have been developed to enhance NOS communication and coordination and promote accountability to NOS leadership.

The NOS International Coordination Council (NICC) will:

- Develop and maintain NOS tools to guide, coordinate, and track NOS international activities:
 - NOS database of all NOS international activities.
 - NOS International Outlook: a calendar of primary international engagements.
 - Inventory of NOS representation and policy clearance mechanisms.
 - NOS International Activities Director provides policy guidance on all international activities through the NOS Assistant Administrator review process.
- Develop the International Annual Action Plan that provides strategic guidance on NOS program coordination on priority NOS objectives:
 - Documented application of the Criteria to develop the Annual Action Plan.
- Evaluate these milestones annually and provide an action-oriented report to the Assistant Administrator on those further coordination mechanisms needed to achieve the NOS vision for integrated international program management.
- Develop performance metrics for the NICC and the Annual Action Plan.

Appendix A

NOS INTERNATIONAL COORDINATION COUNCIL TERMS OF REFERENCE

Purpose

- Provide policy and administrative guidance to help develop an integrated NOS capability to support NOS/NOAA global leadership in integrated management of the oceans.
- Provide a mechanism to vet international program, technical, and policy questions and develop recommendations for NOS positions on international issues.

Chair

- Director, NOS International Program Office.
- Chair provides guidance and recommendations on international priorities and opportunities to ELT.

Secretariat Coordination

The Director of IPO is responsible for convening meetings, distributing information, soliciting input, setting agendas, and compiling and documenting NOS positions for presentation to the NICC, NOS Assistant Administrator, and/or Executive Leadership Team as needed.

Membership

NOS Program Office Directors shall designate their representatives to the NICC. Participation of other NOAA offices will be encouraged as appropriate.

Frequency of Meetings

- Every 2 months (must have substantive agendas).
- At least 1 annual briefing to the ELT.
- Other ELT presentations on an as-needed basis.

Functions

The Council will:

- Provide policy guidance and advice to advance NOS/NOAA goals and objectives through international engagements to enhance NOS international capabilities for integrated ocean management.
- Serve as a focal point for coordination and integration of NOS international priorities and engagements.

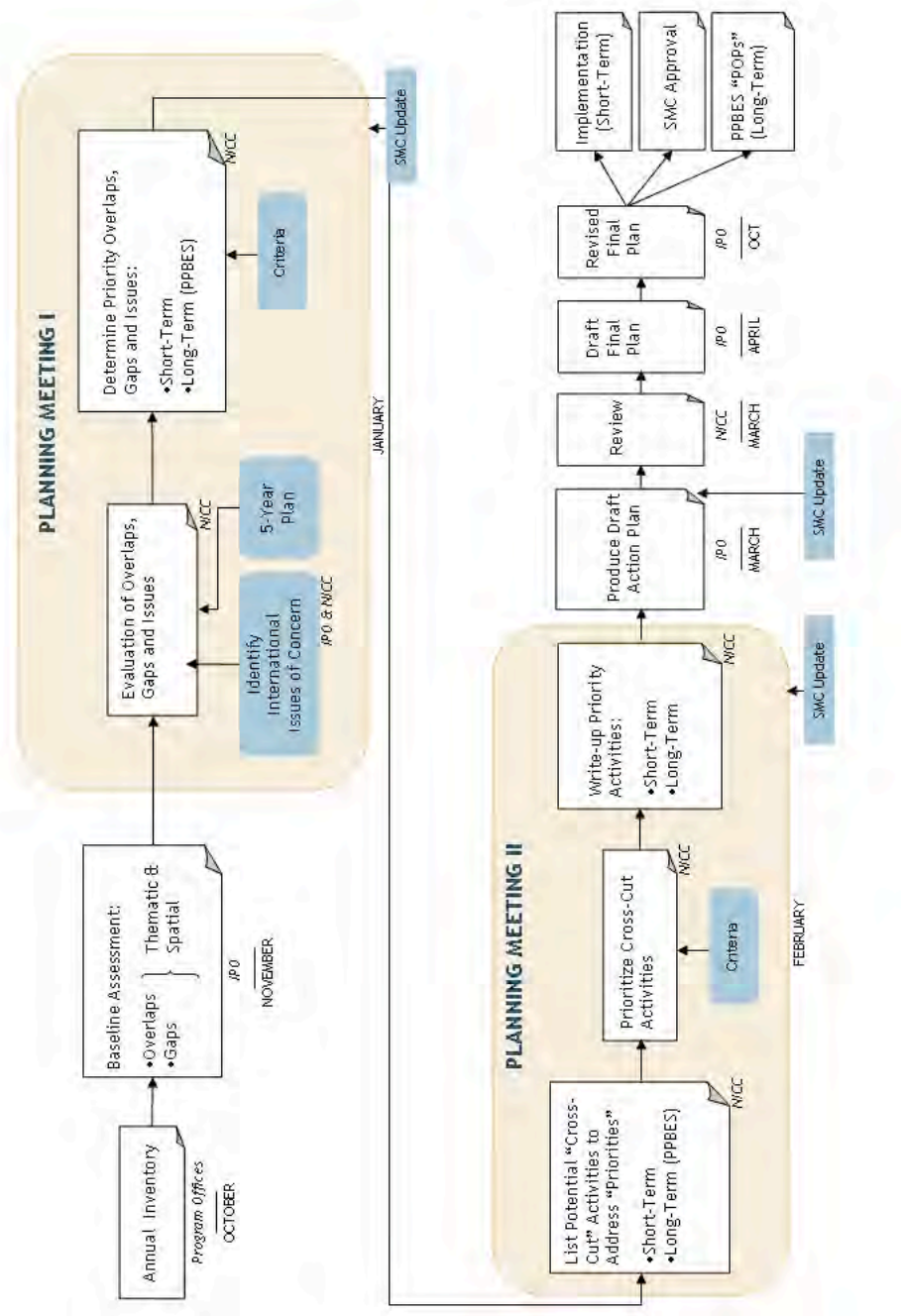
Overview of NICC Functions

NICC Functions	NICC Roles
Corporate Planning and Coordination	<ul style="list-style-type: none"> • Prepare an NOS International Annual Action Plan (cross-office priority initiative) • Facilitate consideration of international priorities and activities in the PBBES process in conjunction with other parts of NOAA • Update the NOS International Operational Framework every five years • Integrate Program Office international activities • Assess efficacy of international activities and policies
International Exchange: Travel and International Access to NOS Facilities	<ul style="list-style-type: none"> • Enhance cognizance of NOS international travel and access by NOS visitors/guests to NOS facilities
Policy Formulation and Representation	<ul style="list-style-type: none"> • Advise the International Program Office Director in the development of NOAA's international priorities to inform his/her participation in the NOS ELT, NOAA International Affairs Council and collaboration with NOAA's interagency and international partners • Develop and disseminate NOS protocols or NOS administrative guidance for review and adoption by the ELT and ensure that NOAA protocols and guidelines related to international matters have an appropriate "translation" in the NOS context • Coordinate international representation and policy positions (can be delegated)
Program Development	<ul style="list-style-type: none"> • Enhance coordination and integration of NOS international priorities and engagements including through the PBBES process • Guide priorities and identify opportunities for external funding
Communications	<ul style="list-style-type: none"> • Develop an annual international summary of NOS international activities for NOS Annual Reports • Manage a web-based activity and project tracking capability for all NOS international activities (database design and maintenance) • Maintain a semiannual calendar of major international meetings with NOS international participation • Maintain directory of NOS formally designated, representation responsibilities and policy level clearance process

Appendix B

ANNUAL ACTION PLAN PLANNING PROCESS

This chart illustrates the annual planning process to identify and prioritize cross-cutting international goals and activities for short-term and multi-year program development.



Appendix C

CRITERIA FOR DEVELOPING NOS's CORPORATE INTERNATIONAL PROGRAMS

Policy and Planning	
<i>U.S.G. Interest</i>	<ul style="list-style-type: none"> • Is the activity required by international agreement or treaty to which the U.S. is/is likely to become a signatory or party? • Is the country or activity consistent with international priorities of Administration, e.g., Ocean Action Plan or Department of State?
<i>NOAA/ NOS Interest</i>	<ul style="list-style-type: none"> • Is the country or activity supportive of, or is consistent with, an NOS, NOAA, or DOC priorities and policies? • Does the activity or project directly support NOS's primary missions? • Is the activity authorized by Federal legislation or regulation? • Does the activity address a priority geographic area?
Program Execution	
	<ul style="list-style-type: none"> • Has the activity been incorporated into NOS's annual planning process or is it timely for introduction to the annual planning process? • Is the activity coordinated with NOS/IPO, or NOAA IA to enhance integration and awareness? • Does the activity present an opportunity to leverage expertise from two or more NOS Program Offices? • Does the activity require new tools or significant new information for successful implementation? • Does NOS have appropriate expertise? If not, are there other U.S. or regional experts available or needed to perform this function? • Have language and communication (international coordination) issues been mitigated? • Is the proposed activity consistent with the Economy Act and other legislative requirements?
Funding	
	<ul style="list-style-type: none"> • Is the NOS share of cost appropriate? • Do existing resources have to be reprogrammed to accomplish the activity? • Are there partner resources available to support the project until completion?
Impacts/Benefits	
	<ul style="list-style-type: none"> • Does it advance pertinent management, education, technology, or scientific knowledge or practice in the U.S. and/or abroad? • Does the task directly advance domestic program success?

	<ul style="list-style-type: none"> • Is the activity an opportunity to enhance the professional experience of NOS employees? • Is there a capacity building element such that recipients are better able to manage people or resources, consistent with U.S and NOAA goals, when NOS engagement ends? • If the request is training, does it have a “train the trainer’s” component?
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APPENDIX D

SHARED LEADERSHIP: INTERNATIONAL ROLES AND RESPONSIBILITIES WITHIN THE NATIONAL OCEAN SERVICE

Function	Staff Office for International Programs	Program Offices	Key External Stakeholders
Corporate Planning	Lead annual process to develop an NOS International Action Plan and periodically update the NOS International Operational Framework	Plan and represent international engagements in office-level Annual Operating Plans	NOAA Headquarters Other Line Offices U.S. State Department
International Exchange: Travel and Access to NOS Facilities and Technology	Administer NOS country clearance process Monitor and report on NOS international exchanges	Submit travel requests to U.S. Embassy through IPO four to six weeks prior to travel Enter travel information into web-based system	U.S. State Department
	Serve on NOAA Deemed Export Steering Committee Make recommendations to the NOS Deputy Assistant Administrator for certifying NOS annual compliance with NAO 207-12	Serve on NOAA Deemed Export Steering Committee (NCCOS) Report Deemed Export Compliance status at the Program Office level Report all foreign access requests to NOS Deemed Export lead with a copy to IPO Ensure appropriate plans are in place for all applicable program sites	Bureau of Industrial Security
Policy Formulation and Representation	Serve as the primary international policy adviser to NOS Assistant Administrator Serve as day-to-day international spokesperson for the NOS AA within NOAA and with external agencies Lead NOS representation to U.S. State Department of NOS efforts and assets in support of the U.S. international ocean agenda	Represent NOAA in international fora as designated by the NOS International Coordination Council (NICC) Provide advice and participate in policy formulation process through NOS International Coordination Council or directly to AA or IPO Represent programs on the NOS NICC Lead U.S. delegations as agreed by the NICC	U.S. State Department Intergovernmental and international organizations Parties to International Agreements

	Chair the NOS International Coordination Council and represent NOS in the NOAA International Affairs Council (IAC)	Make recommendations and help set agency priorities Support, and where agreed, lead NOS international policy development	
Program Development	<p>Identify opportunities and provide leadership in developing and implementing NOS international programs</p> <p>Provide in-country support for selected foreign delegations visiting the U.S.</p> <p>Serve as a focal point and coordinator for NOS international programs in the PPBES process</p> <p>Assess and analyze international activities</p> <p>Represent international interests through the PPBES process</p>	<p>Support NOAA and NOS international priorities and mandates</p> <p>Provide scientific and technical assistance and advice in the design and implementation of international priorities and activities</p> <p>Represent international activities and commitments in the PPBES process</p> <p>Maintain travel and program information on a web-based NOS-wide data base</p> <p>Execute NOS and program office international programs and activities</p> <p>Lead international exchanges and international capacity building</p>	<p>U.S. State Department</p> <p>White House</p>
Communications	<p>Lead development of international summaries for the NOS Annual Accomplishments Report and other agency reports to the AA and DAA</p> <p>Lead development and dissemination of NOS Operating Protocols, Procedures, and Guidelines</p> <p>Designate internal liaison officers to support NOS Program Offices on international matters</p> <p>Chair the NOS International Coordination Council</p>	<p>Submit copy of international trip reports to IPO in a timely fashion (according to NOAA Travel Regulations)</p> <p>Identify staff with an “international” responsibility for on-going NOS international liaison</p> <p>Provide necessary input to facilitate NOS Protocol development</p> <p>Serve as a member of the NOS International Coordination Council</p>	<p>U.S. State Department</p> <p>NOS Executive Leadership Team</p> <p>Deputy Assistant Secretary for International Affairs</p> <p>NOAA General Counsel</p>

<p>Funding</p>	<p>Identify opportunities and strategies to access external funding</p> <p>Pilot agency proposals through review and submission process with IAC consultation as needed</p> <p>Serve as point of contact with donor organizations as needed</p> <p>Facilitate development of necessary agreements to bringing funding into NOS</p>	<p>Submit proposals to external funding through IPO in cases where there may be a broad NOS effort to solicit funding</p> <p>Develop technical specifications and define NOS capabilities</p> <p>Facilitate the development of necessary agreements and funding instruments bringing funding into NOS</p> <p>Determine a work plan</p>	<p>U.S. State Department</p> <p>World Bank (e.g., GEF, etc)</p> <p>UN Foundations</p>
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Appendix E

DRIVERS AND AUTHORITIES FOR NOS INTERNATIONAL ACTIVITIES

Administration Priorities

U.S. Ocean Action Plan	Support implementation of the international components of the President's U.S. Ocean Action Plan
Coral Reef Executive Order	Encourage Federal agencies to implement strategies and actions to promote conservation and sustainable use of coral reef resources worldwide
MPA Executive Order	Identify opportunities to improve linkages with and technical assistance to international marine protected area programs
NWHI Executive Order and Marine National Monument Proclamation	Requires the Department of State, in consultation with the Department of Commerce, to cooperate with other governments and international organizations in furtherance of the purposes of the proclamation and consistent with applicable regional and multilateral arrangements for the protection and management of special marine areas

Departmental and NOAA Documents

Secretarial Level Priorities (2006)	Support the highest level Departmental policy priorities espoused by the Secretary of Commerce
Departmental Organization Order 25-5 (Section 6. NOS)	Act as focal point for participation in international oceanographic, hydrographic, and coastal management activities, including, in part, the international exchange of data, services, products and forecasts; and coordination and cooperation with the Intergovernmental Oceanographic Commission, the International Hydrographic Organization, and other bodies designated by the Under Secretary/Administrator
NOAA Strategic Plan	Exercise international leadership as one of five cross-cutting priorities
NOS Strategic Plan	Demonstrate global leadership in the integrated management of the oceans. Build NOS preeminence in ocean science, ocean management, and ocean policy formulation
PPBES Goal and Program Operating Plans	Support a wide array of international activities across NOS Program Offices and IPO

Significant Memoranda of Agreement or Bilateral/Multilateral International Agreements

U.S.-China Science and Technology Agreement (1979)	Implement the Marine and Fisheries Protocol of this Agreement (NOAA). NOS administers the Coastal Management component of this Protocol
United Nations Program on Biodiversity Management in China South Sea	Contribute to improved capacity at three marine protected areas in China

MOU between UNEP/GPA – NOAA on implementation of the Global Programme of Action in the Wider Caribbean Region	Establish a framework for collaboration between NOAA and UNEP/GPA related to coastal and marine pollution originating from land and coastal degradation, within the Wider Caribbean region and the Americas at large; and to facilitate the establishment of a GPA Node in Washington to provide effective support to GPA related activities in the Americas at large, including those under the White Water to Blue Water Initiative (WW2BW)
Agreement Relating to Scientific and Technical Cooperation between the Government of the United States of America and the Government of the Republic of Korea, dated November 1, 2000	Collaborate on building mutual capacity for integrated coastal and ocean resources management; Agreement between NOAA and the Republic of Korea's Ministry of Maritime Affairs and Fisheries is administered by NOS and involves participation of five of NOAA's line offices
U.S.-Vietnam Science and Technology Agreement	Chairs the marine sciences working group under the Agreement and support for various projects to build capacity for integrated Coastal management in Vietnam
Agreement between NOS and the Secretariat of the Caribbean Community for Technical Cooperation in Resource Management and Development (2003)	Provides technical support to CARICOM countries to build capacity to respond to impacts of climate change and vulnerabilities and facilitates development of adaptation interventions and strategies (NOAA)
North American Agreement on Environmental Cooperation, Commission on Environmental Cooperation	Leads U.S. participation in the CEC-led, North American Marine Protected Areas Network which aims to enhance and strengthen the conservation of marine biodiversity in critical marine habitats throughout North America by creating functional linkages and information exchanges among existing and planned marine protected areas
Boundary Waters Treaty of 1909 1950 Niagara Treaty	Exchange water level data with Canada under treaties that require regulation of operations and support of cooperative power generation; these exchanges are coordinated under the International Joint Commission (IJC), a group established by the Boundary Waters Treaty, and whose six commissioners are appointed by the President of the United States and the Prime Minister of Canada (Parties involved in meeting the international agreements include: several boards of control, IJC committees of two Federal agencies, eight states and two Canadian provinces)
U.S.-Japan Cooperative Program in Natural Resources	Exchange biennially scientific information under the bilateral Coastal Environmental Science and Technology Panel (CEST)
MOU with the International Group of Protection and Indemnity (P&I)	Promote expeditious and cost-effective restoration of injured natural resources and services resulting from ship-source oil spills in the U.S., as authorized by the Oil Pollution Act of 1990 and determined by the Natural Resource Damage Assessment regulations

United States Statutes

The Coastal Zone Management Act (CZMA) 16 U.S.C. Section 1451 et seq., especially section 1456c	Authorizes the Secretary of Commerce to conduct a program of technical assistance and management-oriented research appropriate to the furtherance of international cooperative efforts in coastal zone management
Title III of the Marine Protection, Research and Sanctuaries Act (MPRSA), 16 U.S.C. §§ 1431-1445c1, more commonly known as the National Marine Sanctuaries Act (NMSA)	Mandates the National Marine Sanctuary Program to "cooperate with global programs encouraging conservation of marine resources" ((NMSA Section 301(b)(9)) and to "cooperate with other governments and international organizations...for the protection and management of special marine areas: (NMSA Section 305(c)); Authorizes an extensive array of authorities and programs to be used in furtherance of the title, including international activities
Marine Protection, Research, and Sanctuaries Act 33 U.S.C. 1442(b)	<p>Authorizes NOAA to enter into cooperative agreements with other governments and international organizations to further the purposes of the act for the protection and management of marine special areas</p> <p>In connection with Department of Commerce program of research with respect to the possible long-range effects of pollution, over-fishing, and man-induced changes of ocean ecosystems, the Secretary of Commerce, under the foreign policy guidance of the President and pursuant to international agreements and treaties, may act alone or in conjunction with any other nation, and shall make known the results of the activities by such channels of communications as may appear appropriate</p>
Coral Reef Conservation Act of 2000 (P.L. 106-562 Title II), 16 U.S.C. Section 6401 et seq)	<p>Authorizes the Secretary of Commerce to conduct activities to conserve coral reefs and coral reef ecosystems which include (16 USC § 6406(b)(4)) cooperative conservation and management of coral reefs and coral reef ecosystems with local, regional, or international programs and partners</p> <p>The Coral Reef Conservation Act (CRCA) calls for the development of a National Coral Reef Action Strategy which includes a section on international and regional issues and priority needs; establishes a grant program for coral reef conservation projects for which a portion be made available for (16 USC Section 6403 (d)(3)) projects that address emerging priorities or threats, including international priorities or threats; creates a Coral Reef Conservation Fund to support partnerships between public and private sectors to further coral reef conservation</p>
Coast and Geodetic Survey Act of 1947 33 U.S.C. Section 883b	<p>Authorizes the Secretary of Commerce to conduct the following activities, in order that full public benefit may be derived by the dissemination of data resulting from activities under the Coast and Geodetic Survey Act and of related data from other sources:</p> <ol style="list-style-type: none"> 1) Analyze and predict tide and current data; 2) Process and publish data, information, compilations and reports

Hydrographic Services Improvement Act of 1998, (P.L. 105-384)	Directs NOAA to acquire hydrographic data, participate in the development of, and implement for the United States in cooperation with other appropriate Federal agencies, international standards for hydrographic data and hydrographic services; and internationally, ensure comprehensive geographic coverage of hydrographic services, maintain a national database of hydrographic data, and provide hydrographic services in uniform and easily accessible formats by contracting with private entities and other appropriate means
NOAA Reauthorization Act, P.L. 102-567, in particular the Coastal Ocean Program (created by Section 201(c) of P.L. 102-567).	Authorizes the Coastal Ocean Program (COP) to augment and integrate existing programs of NOAA, including efforts to: (a) improve predictions of fish stocks; (b) better conserve and manage living marine resources; (c) improve predictions of coastal ocean pollution to help correct and prevent degradation of the ocean environment; (d) promote development of ocean technology to support the effort of science to understand and characterize the role oceans play in global climate and environmental analysis; and (e) improve predictions of coastal hazards to protect human life and personal property
The Oil Pollution Act of 1990 (OPA) 33 U.S.C. Section 2701 et seq., PL 101-380, as amended, Sec. 3001	Implement the Oil Pollution Act of 1990, which in foreign governments may also act as trustees for oil spills
33 U.S.C. Section 883d	This section authorizes the Secretary of Commerce to conduct developmental work to increase engineering and scientific knowledge for the improvement of surveying and cartographic methods, instruments, and equipment; and to conduct investigations and research in geophysical sciences (including geodesy, oceanography, seismology, and geomagnetism)
15 U.S.C. Section 1525	Authorizes the Secretary to prepare special studies on matters within the authority of the Department of Commerce, including joint projects with nonprofit organizations, research organizations, or public organizations or agencies; the cost of any such projects are to be apportioned equitably as determined by the Secretary
Powers and Duties of DOC (15 U.S.C. Section 1512)	Authorizes the Department of Commerce to foster, promote, and develop foreign and domestic commerce and fishery industries of the U.S.